



Iowa Department of Revenue Design Report Out

The “Frozen 15” Team
October 1-5, 2012

The Opportunity

Courtney Kay-Decker

The “Frozen 15” Team

Deb



Back Row: Stu Vos, Paul Benson, Holly Cretsinger, Pete Johann, Jerry Northwick

Middle Row: Tim Burington, Patricia Cooper, Kristina DeLisi, Regina Toney, Wayne Cooper, Jon Cleereman

Front Row: Deb Rinderknecht, Barbara Lewison, LeAnn Stout, Jennifer Tilkes

Purpose

LeAnn

- The purpose of this event is to integrate Operations, Compliance and Collections processes to better serve our internal and external customers.

Objectives

Tim

1. Facilitate voluntary compliance
2. Have an integrated compliance paradigm (taxpayer relationship)
3. Improve customer service
4. Create a “least intrusive” environment
5. Redesign operational vision
6. Identify goals for a new integrated information system
 1. Current systems include: RVAD, IRIS, AC, CACS-G, JCAD, Data entry, etc.

Lean Methodology

Patricia

- Clear objectives
- Team process
- Tight focus on time
- Quick & simple
- Necessary resources immediately available
- Immediate results (new process designed by end of week)

Trends

Barb

- Telework
- Payment Apps/Smart Phones
- Barcoding
- Data Mining
- Online Chats 24/7 Availability
- Social Media
- Identity Theft
- Dependence on World Economy
- Multicultural

SWOT Analysis

Pete

Strengths

- Taxpayer can set up own pay plan
- National leader in E-filed returns
- Skilled workers
- Data driven
- Acknowledging and making an effort to improve
- Management support to modernize
- Iowa demographics are compliant

SWOT Analysis

Jennifer

Weaknesses

- Legacy systems-systems don't talk to each other
- Tax returns need revised
- Too many people handling money
- Too many systems
- Lack of internal controls
- Budget restrictions
- Tax knowledge walking out the door
- Lack of knowledge of what different divisions do
- Too many points of contact

SWOT Analysis

Paul

Opportunities

- Technology Improvements
- Get younger employees involved
- Web Portal
- Cross Training
- Mentoring
- Imaging incoming mail
- Single point of contact-all customers
- New audits through EDW
- Clear vision of leadership
- Leverage compatible technologies

SWOT Analysis

Jerry

Threats

- Budget
- Fraud
- Lack of technology
- Current tech is becoming obsolete
- Innovative tax protesters
- Unfunded mandates
- Poor communication /existing barriers
- Tax law changes-Fed and state

Brainstorming

Holly

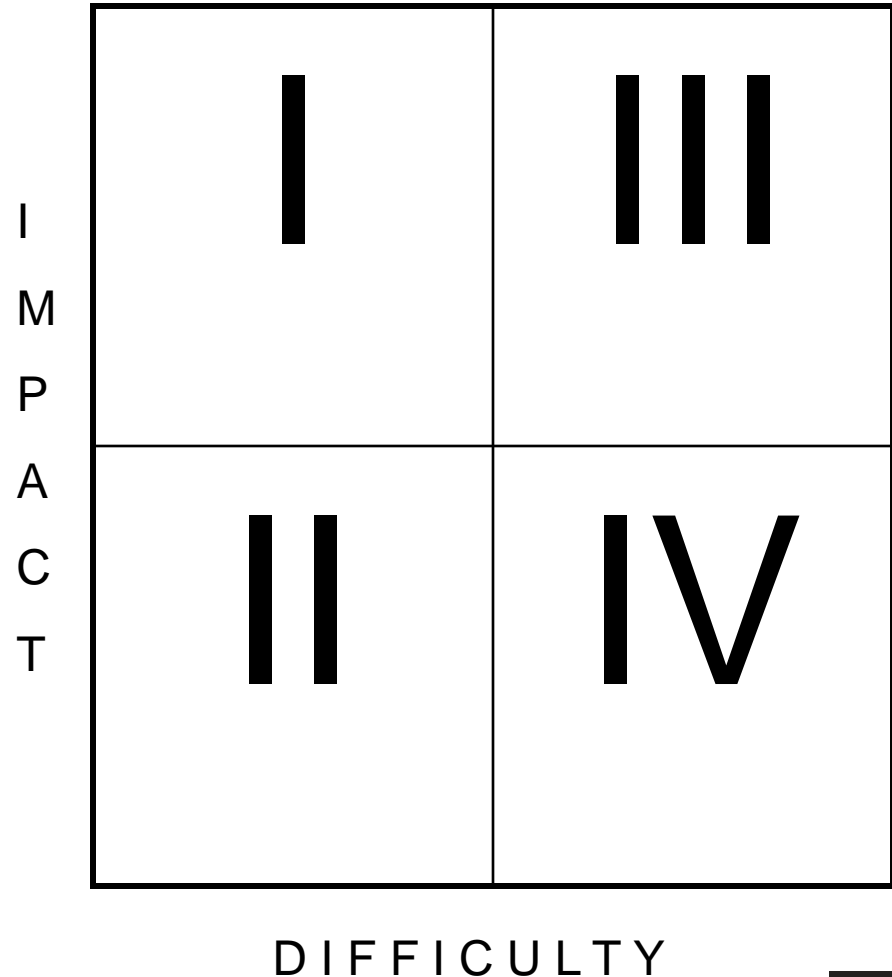
- One Division
- Reduce peaks and valleys by proper use of resources
- Direct all mail to one area to handle processing of paper checks
- Go directly from Revenue to Bank-instead of DAS
- Modernize correspondence (barcodes)
- Move certain audits to upfront review
- Field auditors to be cross trained in all taxes so when they visit a taxpayer they can correct all issues
- On a limited scale, allow staff exam/review in more than one tax type over a period of time
- Design a process to look for patterns on similar returns filed



De-selection Process

Kristina

- Identifies
 - Impact to customer
 - Difficulty implementing
- Helps to rate/rank solutions to resolve issues while identifying ease of implementation



Technology, Process, and People

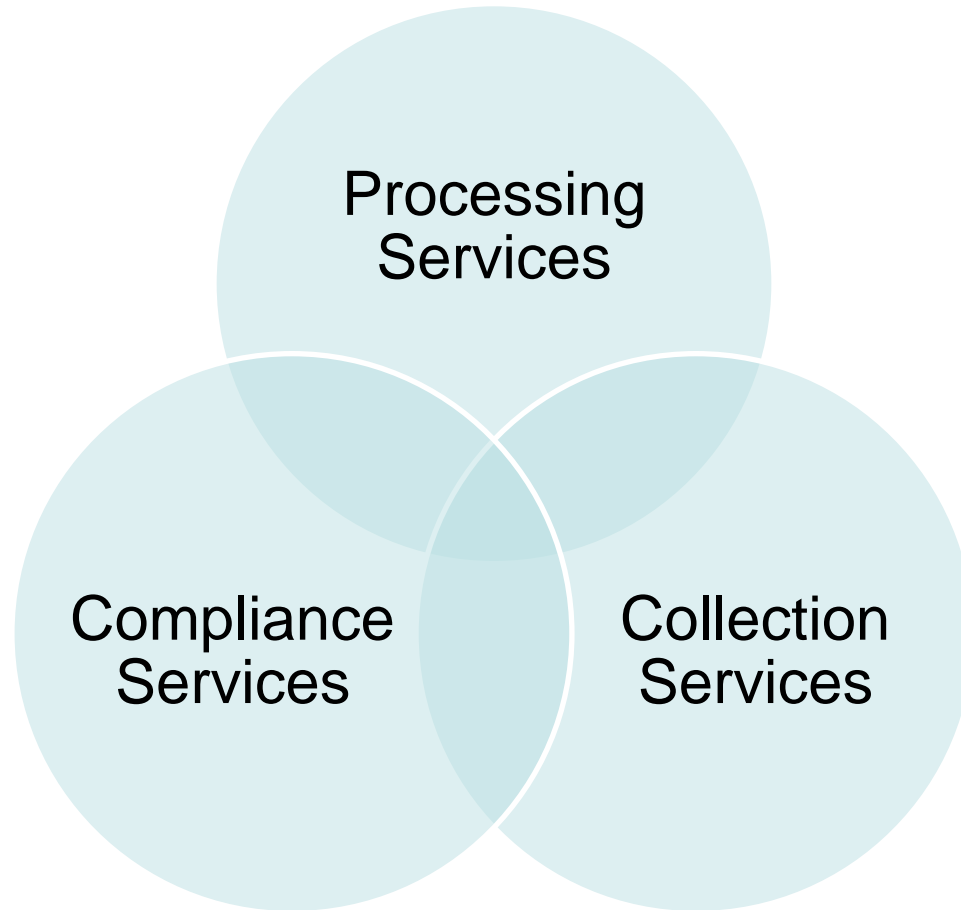
Stu

- We will use technology to:
 - digitize correspondence and payments.
 - detect and stop fraud.
 - move select exam programs to front end resolution.
 - reduce peaks and valleys in the workload.
- We will use process to:
 - create centers of expertise.
 - centralize similar functions.
 - Minimize the number of times we touch or review a return
 - reduce peaks and valleys in the workload.
 - provide additional early resolution opportunities for our customers
- We will support our staff by :
 - providing flexible assignments based on the volume of work.
 - physically realigning our functions so they are integrated.
 - ensuring the proper training for all assignments.
 - providing the opportunity to work multiple tax types.

Integrate: To make into a whole by bringing all parts together

- We will create a Compliance Services Unit by merging the examiners and auditors from Accounts Receivable, Exam, Customer Accounts and Field Audit.
- We will create a single Processing Services Unit by merging nearly all support staff and functions from previous Divisions.
- We will create a streamlined Collection Services Unit.
- We will centralize all mail services and payment processing.
- We will redesign web-registration and move Registration to Processing Services.
- We will move revocation activities to Compliance Services.
- We will have one ACD call group instead of four ACD groups.
- We will design a center of expertise for management and statistical analysis, and performance measurement.

The Tax Management Division



Timeline for Implementation

Regina

- New Division (Tax Management) by 10/5
- Organizational chart by 10/31
- Floor Plan by 11/30
- Centralize Mailroom by 12/14
- Combine Customer Accounts, Examination Section and Accounts Receivable by 12/14
- Centralize Call Center by 1/14/13

Homework

Wayne

Improvements/ Action Item	Implementation/ Communication Plan	Person Responsible	Due Date
One Division	New name to unite everyone	All	Done
	Review management structure for one division	Stu	11/13/12
	Create a Locus of expertise for management analysis-stats, process, performance measurement	Stu	11/13/12
	Centralize Mailroom	LeAnn	12/14/12
System Improvements	Improve upfront processing to stop fraud and do as much as possible with information available	Deb	4/19/13
	Move elderly credit to AC	Deb	10/1/13
Refunds and Payments	Go directly from Revenue to Bank-instead of DAS	LeAnn	1/14/13

Team Member Experience

Jon

Paul

Kristina

Comments

- Mike Rohlf, Facilitator, IEDA

**We welcome your
questions and comments!**